



NORTHERN CARIBBEAN UNIVERSITY

A Seventh-day Adventist Institution

TRANSFORMING NCU

Strategic Plan 2022 - 2027



Four Strategic Goals

- Spiritual and Values-based Transformation
- Customer Transformation
- Systems and Process Transformation
- Financial Transformation

Seven Strategic Actions

- Develop and implement a comprehensive spiritual integration strategy
- Upgrade the digital infrastructure
- Revise and enhance governance policies and procedures
- Diversify revenue streams
- Enhance stakeholder engagement and feedback mechanisms
- Implement Service Excellence Framework
- Strengthen and expand the Online and Blended Learning Offerings

Biblical Foundation:

“Be TRANSFORMED by the renewing of your mind.”

Romans 12:2

be transformed

Romans 12:2

All Israel Will Be Saved

²⁶I do not want you to be ignorant of this mystery, brothers and sisters, so that you may not be conceited; Israel has experienced a hardening in part until saved. As it is written:

“The deliverer will come from Zion; he will turn godlessness away from Jacob. ²⁷And this is^a my covenant with them when I take away their sins.”

²⁸As far as the gospel is concerned, they are enemies for your sake; but as far as election is concerned, they are loved on account of the patriarchs, ²⁹for God’s gifts and his call are irrevocable. ³⁰Just as you who were at one time disobedient to God have now received mercy as a result of their disobedience, ³¹so they too have now become disobedient in order that they too may now^b receive mercy as a result of God’s mercy to you. ³²For God has bound everyone over to disobedience so that he may have mercy on them all.

Doxology

³³Oh, the depth of the riches of the wisdom and^c knowledge of God! How unsearchable his judgments, how inscrutable his ways! Who has known the mind of the Lord? Who has been his counselor?^d Who has ever given to God, or what God should repay them?^e For from him and through him and for him are all things, to him be the glory forever! Amen.

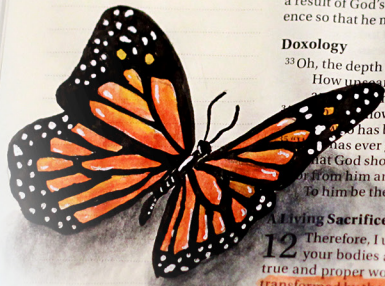
A Living Sacrifice

12 Therefore, I urge you, brothers and sisters, in view of God’s mercy, to offer your bodies as a living sacrifice, holy and pleasing to God — this is your **transformation by the renewing of your mind.** Then you will be able to test and approve what God’s will is — his good, pleasing and perfect will.

Humble Service in the Body of Christ

¹For by the grace given me I say to every one of you: Do not think of yourself more highly than you ought, but rather think of yourself with sober judgment,

^a26 Or and so ^b27 Or will be ^c27 Isaiah 59:20,21; 27:9 (see Septuagint); Jer. 31:33,34 ^d31 Some manuscripts do not have now ^e33 Or riches and the wisdom and the



Love in Action

Love must be sincere. Hate what is evil; cling to what is good; be diligent in love. Honor one another as you honor the Lord, but keep your spiritual lives free from all grudge, anger, and wrath. Be kind, full of sympathy, faithful in prayer, hospitable, and free from jealousy. Bless those who persecute you; do not repay anyone evil for evil. If it is possible, as far as you are concerned, live at peace with everyone. Do not take revenge, my dear friends, but leave room for God’s wrath, for it is written: “It is mine to avenge; I will repay.” If your enemy is hungry, feed him; if he is thirsty, give him something to drink. In doing this, you will heap burning coals of fire on his head.

Submission to Governing Authorities

13 Let everyone be subject to the governing authority, for the authority is established by God. Consequently, who resists authority is rebelling against what God has appointed. For those who do wrong will be punished. Do you want to be free from the fear of the authority? Then do what is right and you will win its approval. For the authority is God’s servant for your good. Do not be afraid of the authority, for bearing the sword for no reason. They are to bring punishment on the wrongdoer. This is why you must submit to the authorities, not only because of possible punishment, but also because of conscience.

This is also why you pay taxes, for the authorities give their full time to governing. Give to everyone what is due: taxes, pay taxes; revenue, render it; honor, show honor.

Love Fulfills the Law

“Let no debt remain outstanding, except the debt of love, for whoever loves another, for whoever loves of him has fulfilled the law. Love shall not commit adultery, shall not covet,” and whatever else the law commands. Love is the fulfillment of this one command: “Love your neighbor as yourself.” Therefore love is the fulfillment of the law.

¹18 Or the ²18 Or do not be afraid of the authority ³18 Or do not be afraid of the authority ⁴18 Or do not be afraid of the authority

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PRESIDENT'S *Message*

Dear NCU Stakeholders



During the first decade of the 21st century, numerous international and national declarations have highlighted a need for greater involvement of universities in their social context(s) and increased accountability to society. The application of social responsibility in the field

of higher education implies the embracing of the expectations of different stakeholders and the establishment of means of dialogue with them. While performing their social functions, universities must interact with numerous and varied stakeholders and acknowledge their expectations and requirements. A university's mission, vision, primary and specific strategic goals and objectives must reflect stakeholder expectations as part of its strategies.

The Fourth Industrial Revolution, characterised by the integration of advanced technologies such as artificial intelligence, the Internet of Things, and robotics, is transforming the global economy and society at a faster pace than previous industrial revolutions. This rapid pace of change is creating challenges for individuals, organisations, and governments in terms of adapting and staying competitive in the changing job market. It is true that automation is leading to some job

displacement(s), but it is also creating new job opportunities in areas such as data analysis, software development, and cyber security.

As we enter the fourth year of our 2nd century, Northern Caribbean University (NCU) embraces a strategic process that requires special devotion to explicit identification and mapping of stakeholders, their classification and potential interests and requests towards the University. Therefore, NCU is embarking on a new journey to shape our future and drive sustainable growth through an agile strategic plan. This strategic plan outlines our vision, mission, and long-term goals, along with the specific actions and initiatives that will enable us to achieve them. We therefore commit to having must have a clear and concise strategy to remain competitive and achieve long-term success.

We have identified a need for a strategic plan to align our resources and efforts towards achieving our mission. The future is uncertain, but with divine guidance and a well-crafted strategic plan, we can prepare for the concomitant challenges and opportunities. We developed a roadmap by bringing together key stakeholders and setting clear objectives. It is a roadmap for success, serving as a guide to align our efforts, prioritise investments, and measure our progress **“transforming and empowering to positively impact humanity and glorify God.**



PRESIDENT'S *Message*

The present role of NCU and in the future will likely shift from being mainly a primary repository of information to becoming a centre of innovation, critical thinking, and skills development. As technology continues to change the way information is accessed and distributed, the University acknowledges the need to adapt in order to stay relevant. NCU's role will be to provide students with

the ability to apply knowledge and critical thinking skills in real-world situations and to equip them with the skills needed to succeed in an ever-changing job market. Additionally, NCU will continue to play an important role in advancing knowledge and solving society's most pressing problems, through research and innovation.



NCU is dedicated to being responsible to its stakeholders and providing quality education while promoting social accountability, as reflected in its mission, vision, and goals.

I appreciate your confidence and support of Northern Caribbean University and its mission.

Sincerely,

Lincoln Edwards, DDS, Ph.D.
NCU President



CONSULTING STRATEGIST'S *Comments*



With a deep sense of appreciation, I am honoured to contribute some strategic foresight to the unveiling of this version of the Northern Caribbean University (NCU) Strategic Plan. It is a culmination of multiple layers of collaborative endeavours and meticulous

planning aimed at fortifying the institution's commitment to transformative education rooted in Christ-centeredness, academic distinction, and global relevance. As NCU stands poised at the threshold of a new era, characterized by innovation, adaptability, and a steadfast dedication to renewed excellence, I extend my most sincere commendations to President Lincoln Edwards, his administration, and the entire NCU community for their unwavering dedication and tireless efforts in the development of this strategic blueprint.

In my capacity as a consulting strategist, I had the privilege to collaborate closely with the office of the Associate Provost for University Administration -reassessing, collating, refining, and presenting this version of the strategic framework encapsulated within this booklet. Building upon the foundation laid by previous consultations and guided by the voices of diverse NCU stakeholders, our efforts have crystallised into four overarching goals, seven strategic actions, and their respective key performance indicators. At its essence, this

strategic plan embodies a commitment to transformative action—a testament to NCU's imperative to pioneer novel approaches in reaching, developing, and impacting lives for both the temporal and eternal realms.

Amidst the ever-evolving landscape of education, it is imperative that NCU remains agile and responsive to the evolving needs of students and the exigencies of a globalised world. The advent of a digital age and the disruptive effects of a global pandemic have precipitated a profound paradigm shift in pedagogical methodologies, compelling a re-evaluation of traditional approaches to teaching and learning. Thus, our strategic plan is inherently imbued with a commitment to embracing transformation through innovative pedagogies and leveraging technology to enrich the educational experience for all stakeholders.

Central to the strategic goals outlined herein is the cultivation of actions that drive institutional transformation. Emphasising an inclusive and equitable learning environment that transcends geographical boundaries, NCU espouses intellectual curiosity and scholarly inquiry. By prioritising learner-centred approaches and fostering interdisciplinary collaboration, we aspire to empower every student to realise their full academic potential while becoming active contributors to a globally interconnected society.

Furthermore, as stewards of God and agents of change, NCU recognizes its responsibility to engage with broader societal issues and effect positive transformation within local and global communities. Through strategic partnerships, research undertakings, and community outreach initiatives, NCU to harness the collective expertise and resources of its community to address pressing social challenges and advance the common good.

The NCU Strategic Plan serves as a guiding inspiration for our collective journey towards educational excellence, innovation, and social impact. It embodies our unwavering commitment to academic rigour, institutional resilience, and the relentless pursuit of excellence in all endeavours.

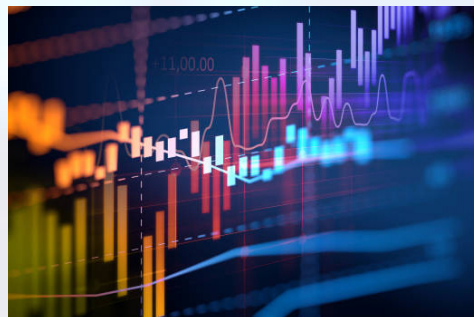
I call upon all stakeholders of NCU to rally in full support of this strategic plan. Together, let us embark on this transformative odyssey with unity of purpose, strategic resolve,



and unwavering determination. The future beckons, and with strategic clarity and collective effort, NCU shall chart a course toward enduring excellence and global significance.

Dr. Greg Baldeo

Strategist, Educator, Entrepreneur, Certified Change Management Professional and Minister.



Frequently Asked Questions

1

What is a strategic plan?

A strategic plan is like a roadmap. It identifies our current position and designs the path for our desired destination. It also guides the work of the various institutional departments by giving direction on how to achieve organisational intention.

2

Why is a strategic plan important?

It is an act of self-determination. It is a plan for the future that reflects a shared vision based on the needs of the community. A strategic plan helps to remind us of what we want to achieve. It helps to coordinate the work of many different people and make our efforts interconnect to be more effective, efficient, and accountable. It reminds us that as we work collaboratively, we need to stay true to our values and mission as a community. A strategic plan helps us to be more accountable and transparent.



Frequently Asked Questions

3

How is a strategic plan developed?

The strategic vision, mission, core values, and priorities are developed through a collaborative effort. It involves the entire community through surveys, meetings, group discussions etc. The team then comes together and collaborates to finalise the actual plan. The process includes an environmental scan to provide context for the planning process. All input (or the relevant aspects thereof) is(are) then incorporated into the strategic plan.

4

Can a strategic plan be changed?

The vision, mission, core values, and priorities of the strategic plan are developed through the collective efforts of stakeholders. It is aligned and refined by the strategic team, with the support of the governing body, then finally approved by the board of governors. No individual can change this document without community approval. While these plans are usually the intended roadmap for four to five years, the strategic plan is also adaptable and responsive to changes in the organisational environment and the world. This makes the strategic plan dynamic, durable and focused on achieving a shared vision of the future.

5

How does the strategic plan benefit the institution's leaders?

The strategic plan will be used to make or guide strategic decisions and increase accountability. When tough decisions need to be made, leaders can turn to the strategic plan and ask, "Is this decision consistent with the priorities identified by the community?" They can also ask, "Is this decision consistent with the values identified by the community?" In this way, the institution has an intentional direction and focus. Additionally, the leaders can use the strategic plan to monitor the performance of the mission. The leadership can ask, "Is the system achieving what we have set out to achieve?" If not, "why not?"

6

How will it be used by the institution?

Departments will use the strategic plan to develop their annual goals and budgets. Team members can ask themselves, "How can I use my gifts/resources (or those identified in the unit/department) to achieve the priorities and goals set out in the strategic plan?" Departmental leaders can also ask themselves, "If this activity is not helping to achieve the priorities set out in the strategic plan, why am I doing it?"

INTRODUCTION

Welcome to the Northern Caribbean University (NCU) Strategic Plan booklet. This document outlines our new vision, mission, strategic goals, and the specific actions we will take to transform NCU. As an institution committed to holistic development and fostering an environment of spiritual and intellectual growth, we are proud to present our roadmap for the future. This strategic plan commenced with the foundational tenants in 2022. Since establishing the plan's foundations over the last two years; we are now ready to put the flesh on the bones from 2024 – 2027.

Northern Caribbean University, a distinguished leader in Adventist education, has a rich history of delivering quality education and empowering students to lead with integrity and purpose. Our strategic plan, themed “Transforming NCU”; is a testament to our unwavering commitment to renewing and transforming the delivery of education for positive outcomes.

Our strategic plan is built upon four key goals:

- 1. Spiritual and Values-based Transformation**
- 2. Customer Transformation**
- 3. Systems and Process Transformation**
- 4. Financial Transformation**

To achieve these goals, we have identified seven strategic actions, each accompanied by specific Key Performance Indicators (KPIs) to measure our progress and ensure accountability. These actions are designed to elevate NCU's stature as a premier institution of higher learning, preparing our students to excel in an increasingly complex and interconnected world.

This plan is the result of collaborative efforts, extensive research, and thoughtful deliberation. It encompasses the aspirations and collective wisdom of our faculty, staff, students, alumni, and stakeholders. Together, we have crafted a strategic pathway that will drive our institution forward and enhance our contributions to society.

We invite you to explore our strategic priorities and the detailed actions that underpin our goals. Each element of this plan reflects our dedication to our core values of faith, integrity, excellence, and service. With God's guidance and the support of our university community, we are confident that the strategic initiatives outlined in this booklet will propel NCU to new heights of success and fulfilment.

Conclusion

This strategic planning document represents our commitment to a structured and thoughtful approach to achieving our vision and mission. By adhering to the outlined strategies and goals Northern Caribbean University will position itself for sustained success and growth. As all stakeholders engage with and support this strategic plan, we will work together towards a brighter future.

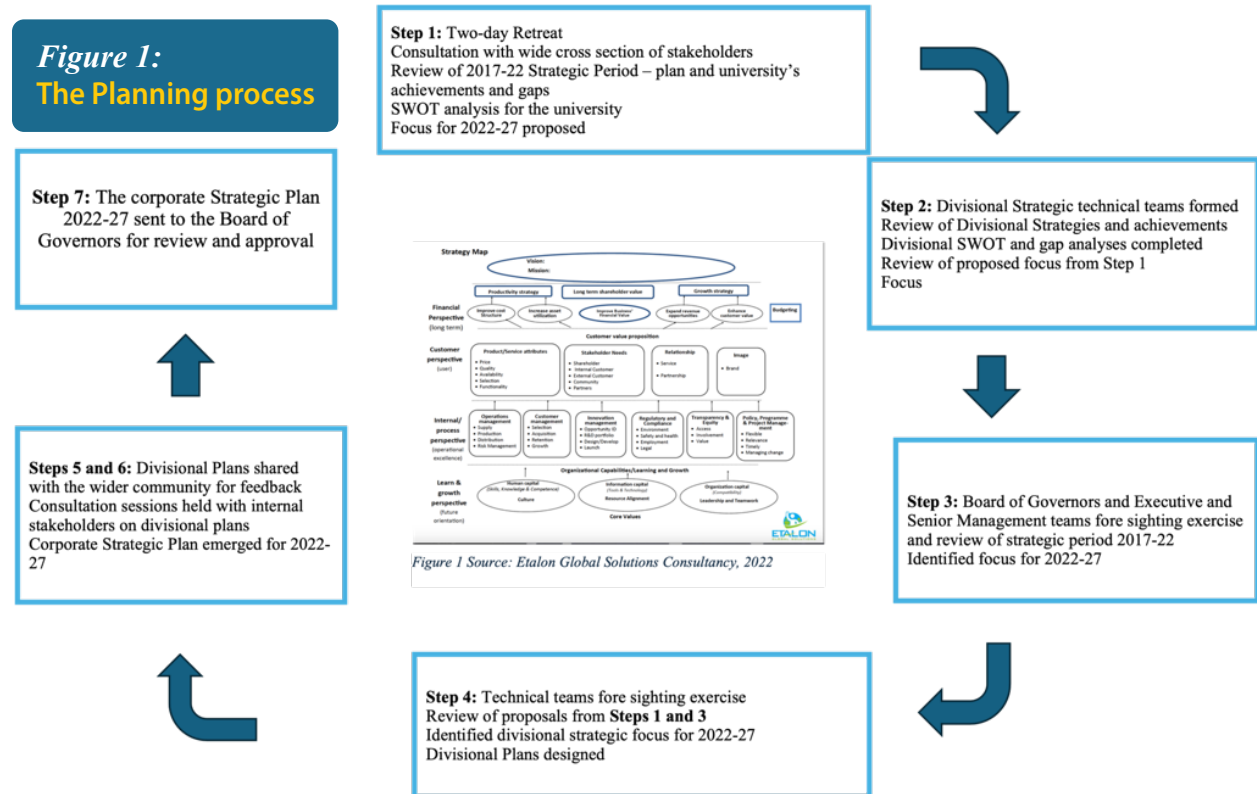
Thank you for your continued support and partnership as we strive to make a lasting impact on the lives of our students and the broader community.

STRATEGIC PLANNING PROCESS

This strategic planning process represents the five-year planning cycle for the NCU. The critical elements of the strategic planning process are outlined in Figure 1 below. A cascading, inclusive model with several phases was employed to guide the strategic planning process. The “voices” of a wide cross section of stakeholders were captured - alumni, board of governors, vendors, employers, current students, and workers – past and present – in reviewing the institution’s performance during the last strategic period (2017-2022) and in envisioning the way forward. A strategy map (See Figure 1) was used to guide the process and to ensure internal validity and alignment between the mission and the (four) goals identified to drive the strategy. The strategic planning cycle process spanned 6 months and ended in September 2022. The review, however, continues and will be done annually.

In this version of the Strategic Plan, four goals that coalesced around the theme of transformation and ensconced within the identity of the Seventh-day Adventist educational philosophy were identified. The new (revised/adjusted) focus is aimed at repositioning the University to leverage its strength in interdisciplinary and rich experiential learning. With the transformation thrust comes the imperative to seek new opportunities to incorporate greater innovation in programme delivery, multiple/dual certification, with the projected result of transformed, well-rounded graduates in the liberal arts tradition, who value intellectual curiosity and lifelong learning. Our graduates will be engaged citizens, committed to service as leaders in their profession and community, prepared for this life and the hereafter.

We thank the NCU community for the support given to the Strategic Planning 2022-2027 process!



STRATEGIC PLANNING PROCESS

Implementation and Monitoring

To ensure the successful implementation of this strategic plan, we:

- developed detailed action plans for each strategic goal with specific timelines and responsibilities.
- established a new organisational chart
- developed divisional master plans and departmental roadmaps.
- allocated necessary resources, including budget, personnel, and technology.
- established key performance indicators (KPIs) to measure progress and outcomes.
- designed a plan to conduct regular reviews and updates to adapt to changing circumstances and ensure continuous alignment with our strategic objectives.



VISION

Northern Caribbean University will be the premier institution of higher learning in the Northern Caribbean region with a commitment to offering innovative, quality, accessible Christ-centred education.

MISSION

The mission of Northern Caribbean University, a Seventh-day Adventist institution, is to improve the human condition by providing Christ-centred education through academic excellence, values-based focus, spiritual and physical development, social interaction, and a strong work ethic thereby equipping each student for committed professional service to all people, and to God.

Strategy - The continuous review of the alignment of human and financial resources as a method of measuring the effective implementation of the NCU Mission and core values in its operations.

Value Statement - *Ubi Semper Discimus* – Where Learning Never Ends

Commitment Statement - Northern Caribbean University: ‘...Our University commits to act justly, love mercy, live in integrity, and walk humbly with our God.’ (Adapted from Micah 6:8)

CORE VALUES: AFFIRMS

ACCOUNTABILITY - Demonstrating commitment, diligence and ownership of actions and decisions, fostering a culture of reliability and trustworthiness. - Romans 14:12

FAIRNESS - Upholding impartiality and justice in all interactions, irrespective of differences or circumstances, guided by a sense of righteousness. - Micah 6:8

FORGIVENESS - Embracing the power of grace by letting go of resentment and extending forgiveness to those who have wronged us. - Colossians 3:13

INTEGRITY - Exhibiting moral principles without compromise, even when faced with challenges, guided by unwavering ethical standards. - Proverbs 11:3

RESPECT - Embracing diversity with humility and empathy by treating all individuals with due consideration and dignity - 1 Peter 2:17

MERCY - Extending grace and understanding to those in need of compassion and kindness - Matthew 5:7

SERVICE EXCELLENCE - Serving with passion and diligence, driven by a dedication to exceed expectations with diligence, care, and humility. - Colossians 3:23

THE TRANSFORMED GRADUATE

Northern Caribbean University is dedicated to shaping every student into an ambassador for Christ. By meticulously aligning our core curriculum (general education curriculum) with the standards of the Adventist Accrediting Association (AAA) and the standards of the University Council of Jamaica (UCJ), we actualize NCU's transformative profile of its Graduate. Our graduates emerge as exemplars of academic and personal development, equipped with various competencies crucial for success in diverse environments. The transformed graduate stands distinguished as an ethical, global scholar, skilled professional stimulated with character traits and emotional intelligence to adeptly navigate complex global challenges displaying/exhibiting morally sound decision-making. Through the five dimensions below, the transformed NCU graduate exemplifies excellence, integrity, and transformative impact, poised to serve both man and God.

- 1. Critical Thinkers (CT)**
- 2. Global Leaders (GL)**
- 3. Ethical Problem-solvers (EP)**
- 4. Literate Professionals (LP)**
- 5. Creators & Innovators (CI)**



...THE TRANSFORMED GRADUATE >>>

1. Critical Thinkers (CT): proficient at probing, analysing, evaluating, and synthesising information effectively to make informed decisions and solve complex problems.

○ **Key Competencies:**

- Analytical and logical reasoning
- Information literacy
- Complex problem-solving and decision-making skills
- Open-mindedness

2. Global Leaders (GL): globally aware and demonstrate universal perspectives on leadership, cultures and solutions oriented. They will possess the skills, knowledge, and attitudes to lead and collaborate effectively in diverse and multicultural environments, irrespective of culture.

○ **Key Competencies:**

- Cross-cultural communication
- Teamwork and Collaboration
- Intercultural competence and global awareness
- Adaptability and flexibility
- Intercultural leadership and management skills

3. Ethical Problem-solvers (EPS): demonstrate integrity, moral reasoning, and social responsibility while addressing complex issues and dilemmas in various contexts.

○ **Key Competencies:**

- Ethical decision-making
- Integrity and honesty
- Social responsibility and community engagement
- Empathy and compassion
- Respect for diverse perspectives

4. Literate Professionals: epitomise proficiency in diverse literacies, demonstrating academic acumen through a biblical perspective and applying a Christian worldview to tackle complex challenges, communicate effectively, and contribute positively to society.

○ **Key Competencies:**

- Information literacy
- Biblical perspectives
- Health literacy
- Scholarly Communication
- Digital literacy
- Continuous learning
- Quantitative and Qualitative literacy

... THE TRANSFORMED GRADUATE

5. Creators & Innovators (CI): reveal creativity, originality, occupational competence and an entrepreneurial spirit to generate new ideas, products, and solutions that address emerging challenges and opportunities. .

- **Key Competencies:**
 - Creativity and imagination
 - Problem identification, ideation and design thinking
 - Adaptability and Resilience
 - Innovation and risk-taking
 - Entrepreneurial mindset with initiative and drive
 - Communication and presentation skills

STRATEGIC GOALS, ACTIONS & KPIs

NCU's **Four** Transformational/Transforming Goals

These four overarching goals define the transformation that NCU seeks to achieve. They reflect the outgrowth of the core objectives of our strategic plan, articulating the rationale behind these aspirations and highlighting associated implications and assumptions. Essentially, these goals represent the ‘what’ of our strategic vision. The goals being reached for, organizationally, are:

- 1. Spiritual and Values-based Transformation**
- 2. Customer Transformation**
- 3. Systems and Process Transformation**
- 4. Financial Transformation**

Spiritual and Values-based Transformation - Fostering spiritual growth and integrity across the NCU community through integration of spiritual values into all aspects of university life.

Customer Transformation – Strengthening the academic core, the occupational skills and entrepreneurial spirit for relevance while promoting collaboration to ensure academic rigour, enhance efficiency and maintain sustainable, productive societal impact.

Prioritising stakeholder needs, satisfaction, and engagement, emphasising responsiveness, talent management and mapping as well as relevant partnerships towards first class, professional service experiences for internal and external clients

Systems & Process Transformation - Modernising all operations through digital technology adoption, streamlining of all processes to ensure efficiency and institutional effectiveness. Ensuring all levels of leadership and governance are structurally aligned for financial sustainability, implementing sound management practices, diversifying revenue sources, capital development, and optimising resource allocation for relevant corporate impact.



Financial Transformation – Aligning all operations for financial sustainability, implementing sound management practices, diversifying revenue sources, capital development, and optimising resource allocation for relevant corporate impact.



SEVEN STRATEGIC ACTIONS

SEVEN STRATEGIC ACTIONS TO ACHIEVE THE FOUR GOALS

To realise our transformation goals, NCU has identified seven strategic actions. These actions will be pursued across all institutional levels — to include university governance at every department — both independently and collaboratively. These actions below represent the ‘hows’ of our strategic plan, providing the actionable steps to bring our vision of transformation to fruition.

1. Develop and implement a comprehensive spiritual integration strategy
2. Upgrade the digital infrastructure
3. Revise and enhance governance policies and procedures
4. Diversify revenue streams
5. Enhance stakeholder engagement and feedback mechanisms
6. Implement Service Excellence Framework
7. Strengthen and expand the Online and Blended Learning Offerings

1 Develop and implement Comprehensive Spiritual Integration Strategy:

Integrating spiritual values and principles into campus life by assimilating faith and learning across all academic and non-academic activities annually throughout the strategic period.

- a. develop and pilot, cross-departmentally, by Fall 2024, the NCU Spiritual Master Plan with the goal of implementing a minimum of 2 new initiatives
- b. execute, commencing Fall 2023, at least 2 initiatives to boost stakeholders appreciation for SDA/NCU’s identity, philosophy of education and training, and volunteerism
- c. promulgate the SDA health and wellness message through the “Back to Basics” programme developed by Fall 2023 and unveil, an institution-wide holistic array of physically, emotionally, mentally and spiritually enriching activities
- d. complete each phase of NCU Church building as per schedule commencing Fall 2022.



... SEVEN STRATEGIC ACTIONS >>>

2 Upgrade digital infrastructure: Adopting advanced digital technology technologies to modernise the academic programme offerings and all support operations, streamlining processes to enhance customer satisfaction on a phased basis throughout the strategic period.



- a. utilise the relevant Master Plan, to institute increased application development and business intelligence output, introducing a minimum of 2 products annually
- b. develop the framework to digitise the university's processes, procedures, forms and documents on a priority basis towards improved systematic agility with 40% by year 4 and 60% by year 5 of the strategic period
- c. unveil at least 2 new or improved digitised platforms to impact the academics (students and faculty), and/or any of the relevant support systems: security, finance, student life (e.g. residence halls) and other support systems
- d. establish at least 1 digital lab by the end of the strategic period

3 Review and revise Governance Policies and Procedures: By year 3, transform leadership and governance structures to ensure alignment with the university's strategic direction and promote transparency and accountability.



- a. assess and expand annually the environmental, social and corporate practices (including boards and committees) for institutional relevance, competitiveness and compliance by instituting periodic 'check points' for effective institutional governance, in accordance with the University Charter.
- b. reorganize university-wide alignment of divisional master plans and departmental roadmaps, policies, procedures, standards and monitoring tools in sync with the university's 'strategic master plan', organisational structure, and change management processes commencing Fall 2024
- c. develop and launch, by Fall 2024, trust building exercise programme(s) to strengthen the university's processes and policies to better align with its core values and mission displaying the needed competence, transparency and resilience
- d. strengthen the Quality Management, Monitoring & Evaluation (QuMME) processes to facilitate the development and maintenance of robust quality systems across the University annually throughout the strategic period.
- e. implement and monitor (track) a broad spectrum, evidence-based Performance Management System, inclusive of succession planning Fall 2024
- f. develop and execute by Fall 2025 enterprise risk management model(s) to streamline operations in areas to include: safety and wellness structures and systems, business continuity planning and related self-audit instruments.

... SEVEN STRATEGIC ACTIONS ...

4 Diversify Revenue Streams: Develop and execute strategies annually, to generate alternative (non-tuition) sources of income towards improved financial sustainability throughout the strategic period



- a. increase non-tuition income by minimum 30% annually over the strategic period
- b. implement an infrastructural development and maintenance plan for the physical facilities for the strategic period to be implemented on a priority/phased basis.
- c. review or develop annually a business plan for the Strategic Business Units (to include relevant financial ratios) to facilitate growth and viability of all business units and industries, within the strategic period.
- d. develop a framework in 2024 and implement at minimum at least one enterprise per college/school annually to be aligned to the academic/training programmes aimed at improving the business acumen of students (and community members), while improving the revenue position of the institution.

5 Increase and improve Stakeholder Engagement and Feedback Mechanisms throughout the strategic period: Prioritize stakeholder needs, satisfaction, and engagement by establishing effective communication channels, feedback mechanisms, and partnership opportunities.



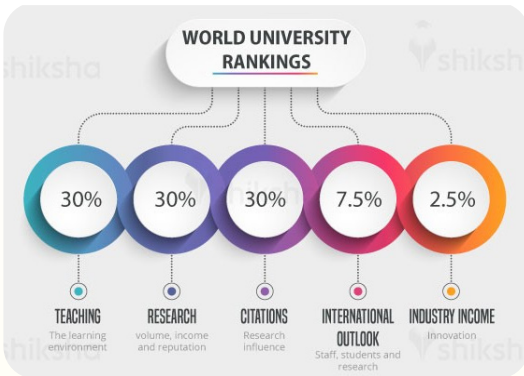
- a. Implement the Integrated Marketing & Communication Plan as per schedule throughout the strategic period among internal and external stakeholders
- b. increase local and international strategic partnerships by a minimum of 20% over the base year (2023-24)
- c. Achieve a minimum 10% increase in community engagement activities over the base year.

6 Develop and implement, annually, a reliable service excellence framework throughout the strategic period: Develop and implement a service excellence framework that emphasizes student centricity, academic rigor, collegial responsiveness, partnership, and continuous improvement to facilitate professional success for students and service to other stakeholders.

- a. measure and monitor semesterly organisational and sectoral effectiveness over the 5 year-period towards meeting targets for customer satisfaction rates and student retention
- b. develop and implement as per schedule throughout the strategic period Academic and Training Transformational Master Plan for the strategic period to meet labour market demand and Jamaica's 2030 Development Plan and Vision

... SEVEN STRATEGIC ACTIONS <<<

- c. review programmes and courses annually, indicative of responsiveness (agility) to help address current and future labour market needs on a priority basis during the 5-year strategic period
- d. Develop roadmap to strengthen research and development annually, **between 5 and 15% in different areas** over the strategic period to include:
 - i. research income increase
 - ii. research productivity increase
 - iii. citation research influence increase
 - iv. introduction of a research ranking track
 - v. student/faculty research collaboration increase
 - vi. Research & Innovation programme development
- e. Develop plan to improve the institution's World University Ranking by the end of the strategic period using the Higher Education (HE) rankings



7 Strengthen and Expand Online and Blended Learning Offerings: Develop and launch new, labour market driven online and blended learning programmes and short courses/micro-credentials to cater to diverse learner needs and increase accessibility and flexibility in education and training delivery and assessment.

- a. develop Digital Education Master Plan for the strategic period, and implement plan annually to facilitate local and international stakeholders in the virtual space.
- b. expand by academic year 2024-25 Digital Education Training Unit in collaboration with relevant stakeholders (to include the use of appropriate teaching and learning technologies to support online, hybrid and digital education)
- c. Offer a minimum of 2 new and emerging, labour market-driven programmes and short/courses/micro-credentials annually per college/school to local and international stakeholders.

ONLINE PROFESSIONAL DEVELOPMENT SHORT COURSES
Are you interested in Distance Learning - anytime, anywhere? Apply for any of these listed short courses and become professionally certified.

APPLY NOW! Classes begin the week of **June 3, 2024**
Application period (**April 1 - May 24**)
Registration period (**May 6 - June 14**)

Courses	Costs	Duration
Business Communication	\$20,000	8 weeks
Conflict Resolution & Management	\$20,000	12 weeks
Crime & Security Management	\$35,000	8 weeks
Crisis, Trauma & Grief Counseling	\$30,000	12 weeks
Customer Relations	\$20,000	6 weeks
Digital & Social Media Marketing	\$25,000	12 weeks
Digital Communication & Public Relations	\$20,000	10 weeks
Events Planning & Management	\$35,000	13 weeks
Hotel Operations Management	\$25,000	6 weeks
Investment and Portfolio Management	\$30,000	12 weeks
Logistics & Supply Management	\$35,000	15 weeks
Microsoft Office Applications	\$30,000	6 weeks
Occupational Health & Safety	\$35,000	13 weeks
Principles of Accounting & Finance	\$30,000	12 weeks
Project Management (PMI Curriculum - Professional Certification)	\$90,000	13 weeks
Tax and Taxation	\$20,000	6 weeks
Sales, Marketing & Branding	\$20,000	10 weeks
Small Business Management	\$25,000	10 weeks
Supervisory Management - General	\$30,000	10 weeks
Website Design using HTML5, CSS, and Javascript	\$30,000	8 weeks

For more information, please visit distance.ncu.edu.jm, email us at digitaleducation@ncu.edu.jm or call (876) 347-5358 (toll) or (876) 618-1852 (straight line). Extension numbers 7198/7191/7816/6422.
Last day to submit applications - **May 24**



BAG: **BIG** AUDACIOUS GOALS

The concept of BAG epitomises the resolute determination and unwavering commitment inherent in NCU’s ‘teeth gnashing, staying on your knees’ deliverables of the strategy.

The BAG is what determines the complete success of the plan. It is the most ambitious element of the entire strategic approach, which will demand perseverance, evidenced by consistent steadfast resolve and humble supplication. BAG stands as the linchpin of the strategy, embodying the pinnacle of the overarching strategic framework.

At its core, the BAG of this version of the strategic plan encapsulates the highest- risk endeavour within the strategic plan—a bold and audacious initiative that commands paramount attention and resources – tangible and intangible. It is the focal point of our efforts, where priorities are crystallised, resources are judiciously allocated, and fervent prayers are offered the most divine intervention from God to transform as deemed necessary in order to fulfil the realisation of these desired indispensable outcomes.

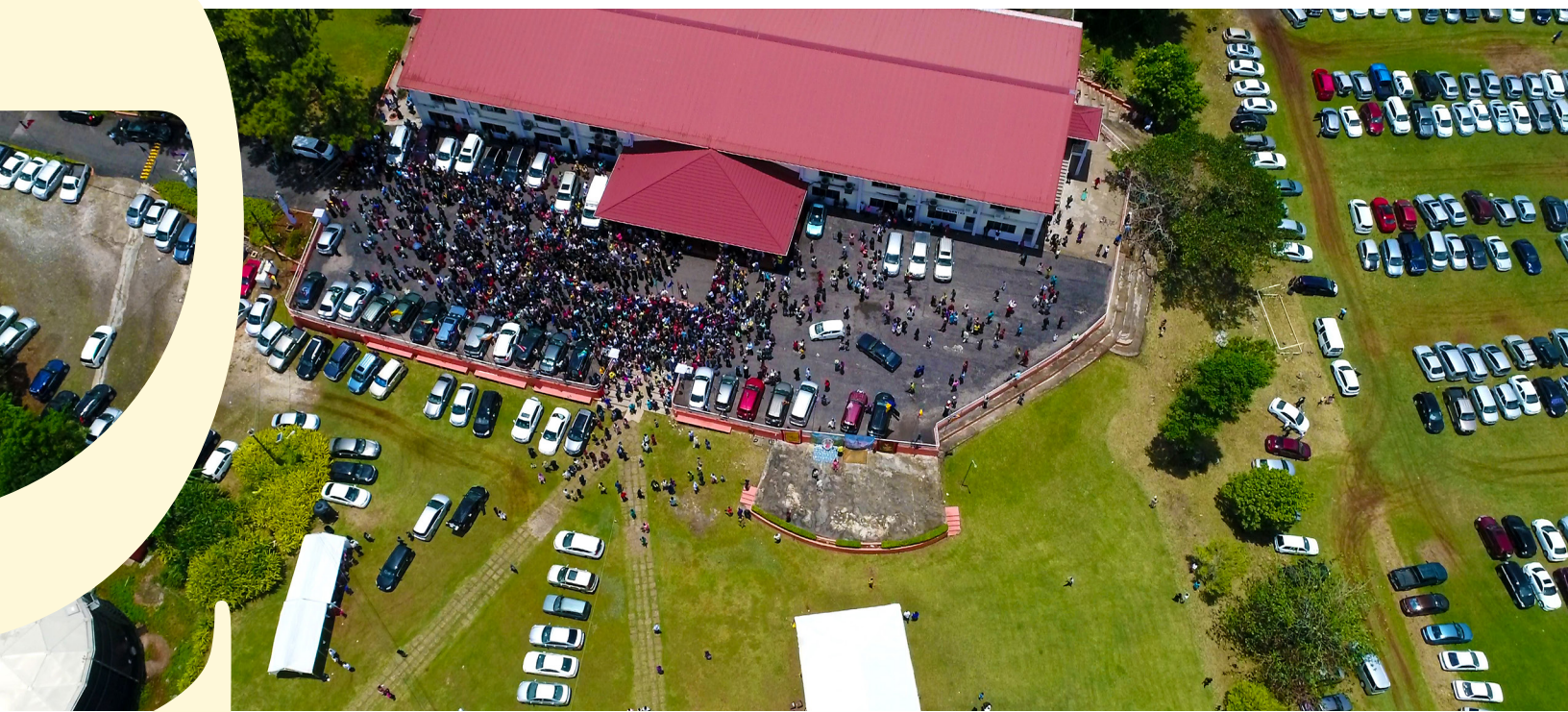
Linked to the four types of **Transformation**, the four outcomes, already outlined, the BAG dimensions crucial to achieving the “transformed NCU “ experience are summarised below in the categories of governance and leadership, pedagogical alignment, student access (success/satisfaction) and internal stakeholders morale:

1. Governance & Leadership: Governance & Leadership is fundamental to the effectiveness of the systems that govern our operations. It entails that structures and processes are meticulously crafted to ensure operational relevance and efficiency, alongside mechanisms guaranteeing transparency and accountability. This dimension demands a careful alignment of:

- a. board governance and oversight
- b. leadership and competencies
- c. systems and processes
- d. stakeholder feedback
- e. alumni involvement

2. Pedagogical Alignment: Pedagogical Alignment addresses the crux of the learning experience. It involves harmonising pedagogical approaches with student learning styles and preferences, empowering students as active participants in their educational journey. This dimension prioritises innovative strategies such as:

- a. out-of-the-box teaching methodologies and delivery techniques
- b. creative
- c. practical & biblically-integrated syllabi
- d. generationally-appropriate student engagement initiatives
- e. cutting-edge research integration
- f. real-world practical and transferable learning opportunities



3. Student Access: At the heart of our transformative framework lies student access, (success and satisfaction) emphasising the critical importance of providing students with efficient access to resources necessary for a superior educational experience. This dimension underscores the significance of financial support and resources for entrepreneurial endeavours, ensuring students' access to:

- a. financial scholarships and aid programmes
- b. comprehensive health and wellness services
- c. enhanced student touchpoints experience
- d. mentorship programmes for holistic development
- e. diversified funding options

4. Internal Stakeholders' Morale : The vitality and inspiration of our internal stakeholders are the lifeblood of our institution. Their unwavering dedication and passion fuel the engine of progress within our community. Therefore, nurturing their well-being and fostering a culture of empowerment are paramount for the success of our strategic endeavours. This dimension encompasses:

- a. cultivating a culture of Work-life Balance initiatives to rejuvenate spirits
- b. providing robust health and wellness support to invigorate minds and bodies
- c. ensuring equitable compensation structures to acknowledge and honour their contributions
- d. integrating practical learning opportunities for professional growth and renewed inspiration

Conclusion: This strategic plan is part of a legacy that began over 100 years ago. Northern Caribbean University was founded with a mission to educate and shape individuals who would carry the faith of Jesus Christ into the world through the medium of true education. We are calling to action all stakeholders as we honour that vision, implement this strategic plan prayerfully and reflect on all that has been accomplished thus far through God's grace.



NORTHERN CARIBBEAN UNIVERSITY

A Seventh-day Adventist Institution

As far as the gospel is concerned, there are two classes of people: those who have received mercy and those who have not. Those who have received mercy are those who have been now become disheveled in appearance as a result of God's mercy.

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Doxology

Oh, the depth of the riches, grace, and knowledge of our Lord and how unsearchable his judgments, and his ways beyond tracing out! No eye has seen, no ear has heard, no mind has conceived what God has prepared for those who love him. These things are hidden from the wise and the discerning, but revealed to the babes and the sucklings. Yes, for God should reward those who love him with glory and honor forever and ever. Amen.

Living Sacrifice

Therefore, I urge you, brothers and sisters, to present your bodies as a living sacrifice, holy and pleasing to God—this is your true and proper worship. Do not conform to the pattern of this world, but be transformed by the renewing of your mind. Then you will be able to prove what God's will is—his good, pleasing and perfect will.

Humble Service in the Body of Christ

You, by the grace given me I say to every one of you: Do not think of yourself more highly than you ought, but rather think of yourself with sober judgment, in awe and reverence of our Lord Jesus Christ, who is the image of the invisible God, the firstborn of the Father, full of grace and truth.

TRANSFORMING NCU

Strategic Plan 2022 - 2027

